Defense Acquisition University

Program Success Metrics

Al Moseley
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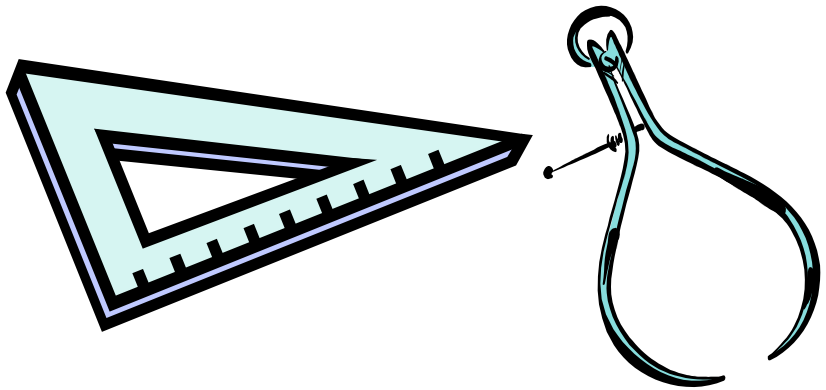
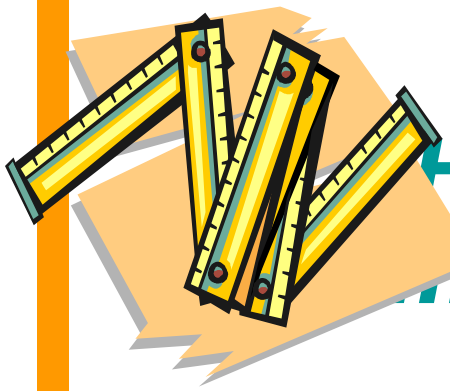
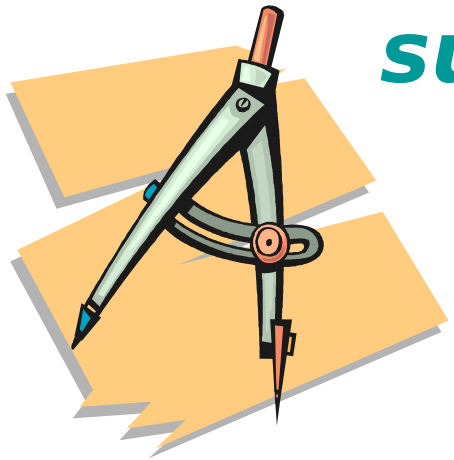




How will you measure your program's success?

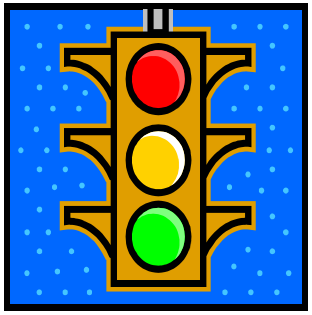


PMSC
8 Dec 2009

Backdrop

- **ASA(ALT) tasking [Claude Bolton (March 2002)]**
  - There are ***still too many surprises*** using traditional metrics: (Poorly Performing /Failing Programs) Being Briefed "Real Time" to Army Senior Leadership

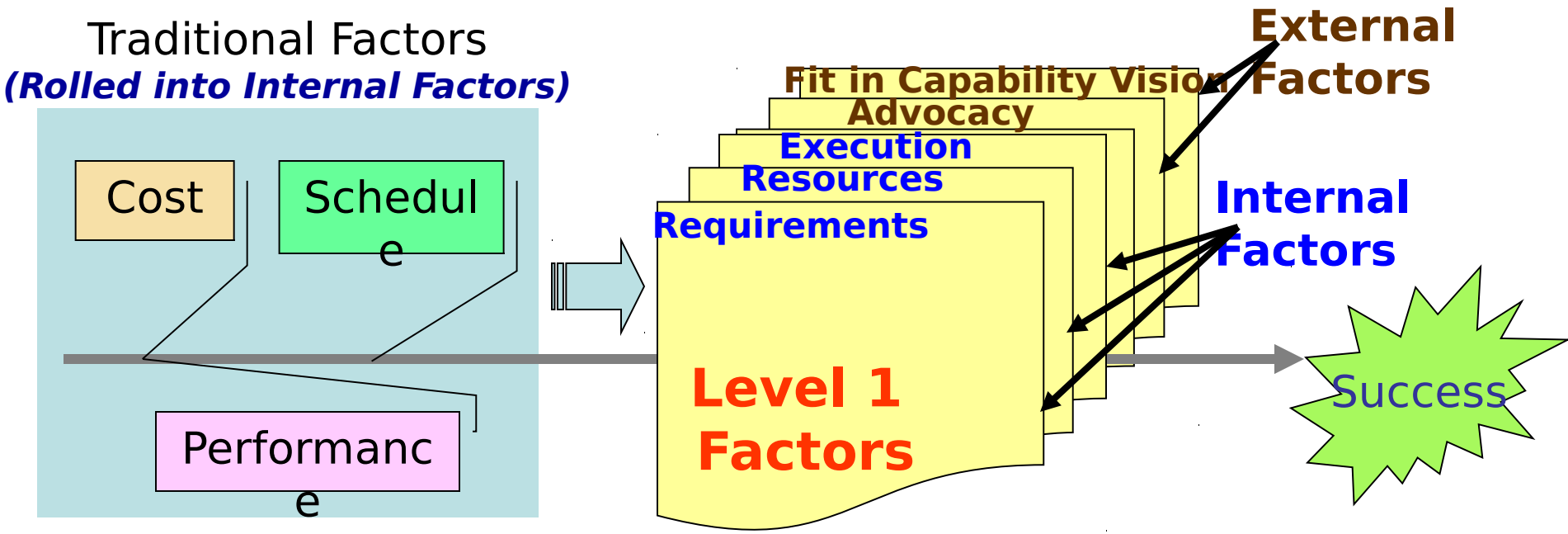
- **DAU (with Industry representatives) was asked to:**
  - Identify a Comprehensive Method to Better Determine the Probability of Program Success
  - Recommend a Concise "Program Success" Briefing Format for Use by Army Leadership



- **Objective – provide a *tool* that would:**
  - Allow Program Managers to More

PSM Tenets

What defines success?



- **Program Success: <u>Holistic Combination</u> of:**
  - Internal Factors -- Requirements, Resources, Execution
  - Selected External Factors -- Fit in the Capability Vision, and Advocacy
  - "Level 1 Factors" -- Apply to All Programs, Across all Phases of Acquisition Life Cycle
- **Program Success Probability is Determined by:**
  - Evaluation of Program Against Selected "Level 2 Metrics" for Each Level 1 Factor
  - "Roll Up" of Subordinate Level 2 Metrics to Determine Each Level 1 Factor Contribution
  - "Roll Up" of the Level 1 Factors to Determine Program's Overall Success Probability

PSM Status

Agency	Status	Comments
Army	✓ Implementation Complete Apr 05	✓ Web-Enabled application across Army ACAT I/II programs (Apr 05) ✓ Primary Army Program Metric/Process
Air Force	✓ Implementation Complete Mar 07	✓ PoPS -- Probability of Program Success ✓ Piloted at AF acquisition centers (Mar-Apr 06) ✓ Selected by AF Acquisition Transformation Action Council (ATAC) as metric to manage all USAF programs (28 Apr 06)
Navy/USMC	✓ Implementation Complete Sep 08	✓ PoPS -- Probability of Program Success ✓ Piloted programs ✓ Navy PoPS Handbook, Guidebook & Spreadsheets for various Gates
OSD (USD(AT&L))	✓ PoPS Initiative 18 Nov 09 Memo	✓ Establish common program health measures – establish small working group to determine feasibility of migrating toward a common PoPS configuration among all three components
DHS (Dept of Homeland Security)	✓ Implementation Complete Feb 07	✓ Segments of DHS implemented PSM as primary program reporting metric

PSM Status (Cont'd)

Probability of Program Success (PoPS)

Army PoPS Operations Guide

2005

U.S. Air Force PoPS Spreadsheet Operations Guide

July 2007

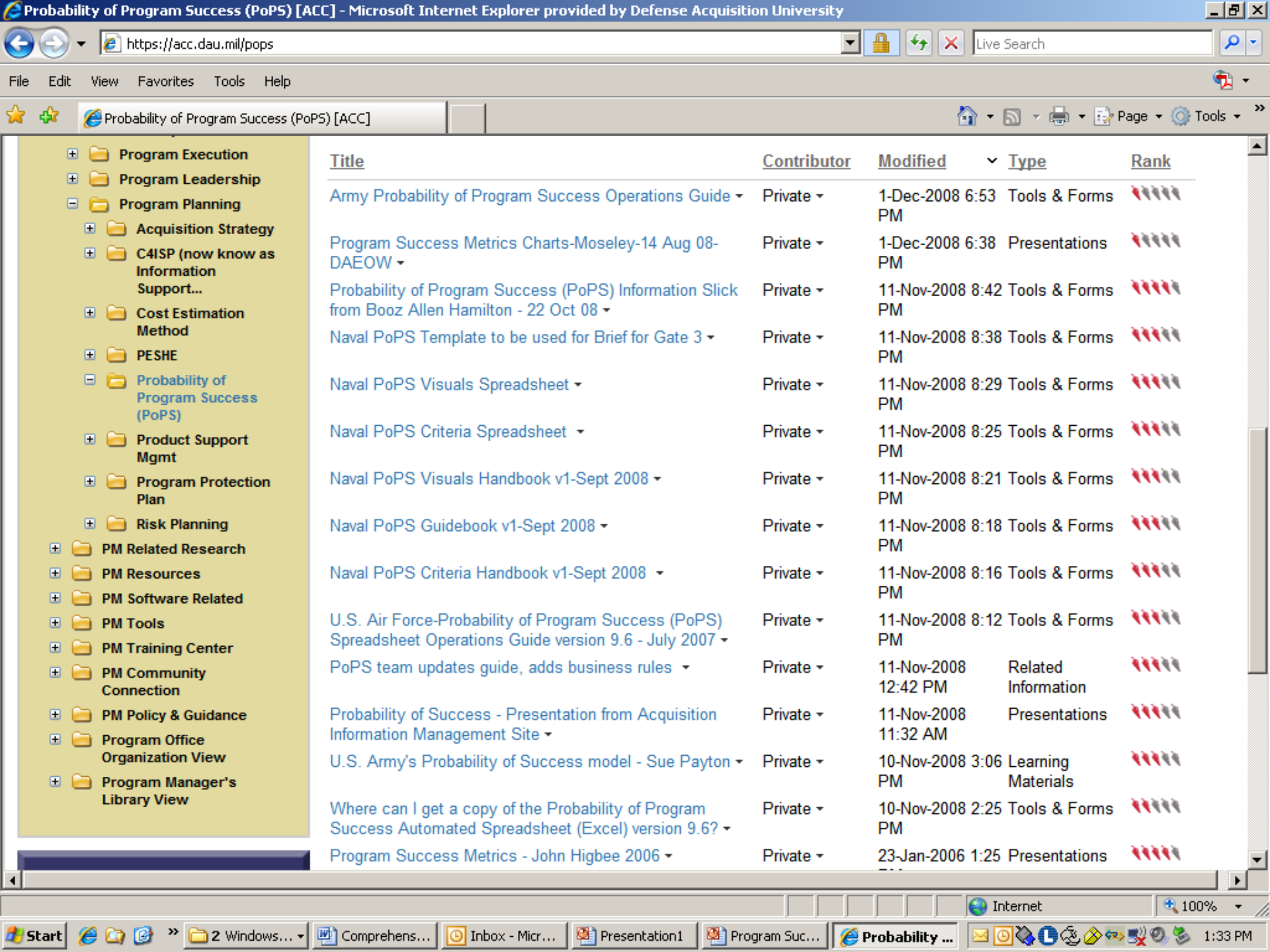
Navy PoPS Handbook, Guidebook & Spreadsheets

September 2008

**"…POPS. This was a process to assess, in a very disciplined fashion, the curren
State of a program's health and to forecast the probability of success of the pr
as it moves through the acquisition process."**

-- Col William Taylor, USMC, PEO Land systems

Program Success Metrics Information
DAU Acquisition Community of Practice
https://acc.dau.mil/pops


Probability of Program Success (PoPS) [ACC] - Microsoft Internet Explorer provided by Defense Acquisition University
https://acc.dau.mil/pops
Live Search
File Edit View Favorites Tools Help
Probability of Program Success (PoPS) [ACC]
Page Tools
Program Execution
Program Leadership
Program Planning
Acquisition Strategy
C4ISP (now know as Information Support...
Cost Estimation Method
PESHE
Probability of Program Success (PoPS)
Product Support Mgmt
Program Protection Plan
Risk Planning
PM Related Research
PM Resources
PM Software Related
PM Tools
PM Training Center
PM Community Connection
PM Policy & Guidance
Program Office Organization View
Program Manager's Library View
Title
Contributor
Modified
Type
Rank
Army Probability of Program Success Operations Guide
Private
1-Dec-2008 6:53 PM
Tools & Forms
Program Success Metrics Charts-Moseley-14 Aug 08-DAEOW
Private
1-Dec-2008 6:38 PM
Presentations
Probability of Program Success (PoPS) Information Slick from Booz Allen Hamilton - 22 Oct 08
Private
11-Nov-2008 8:42 PM
Tools & Forms
Naval PoPS Template to be used for Brief for Gate 3
Private
11-Nov-2008 8:38 PM
Tools & Forms
Naval PoPS Visuals Spreadsheet
Private
11-Nov-2008 8:29 PM
Tools & Forms
Naval PoPS Criteria Spreadsheet
Private
11-Nov-2008 8:25 PM
Tools & Forms
Naval PoPS Visuals Handbook v1-Sept 2008
Private
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Tools & Forms
Naval PoPS Guidebook v1-Sept 2008
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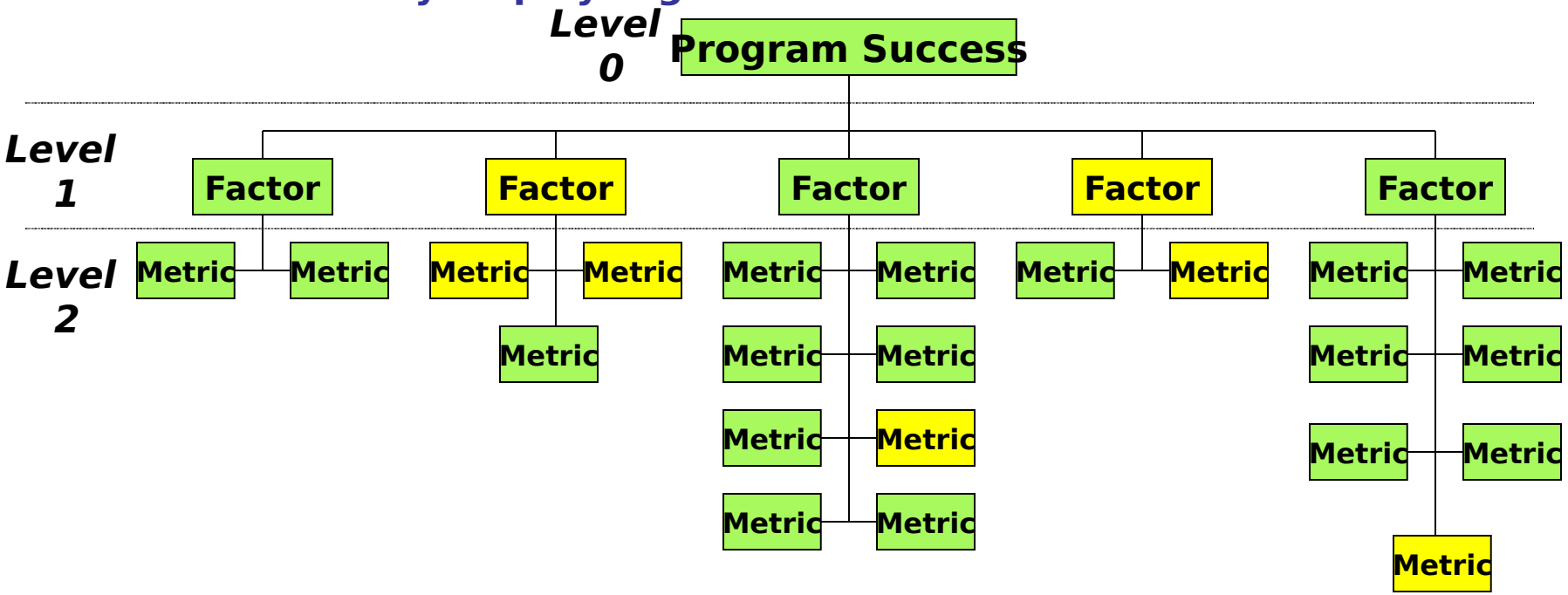
Tools & Forms
Naval PoPS Criteria Handbook v1-Sept 2008
Private
11-Nov-2008 8:16 PM
Tools & Forms
U.S. Air Force-Probability of Program Success (PoPS) Spreadsheet Operations Guide version 9.6 - July 2007
Private
11-Nov-2008 8:12 PM
Tools & Forms
PoPS team updates guide, adds business rules
Private
11-Nov-2008 12:42 PM
Related Information
Probability of Success - Presentation from Acquisition Information Management Site
Private
11-Nov-2008 11:32 AM
Presentations
U.S. Army's Probability of Success model - Sue Payton
Private
10-Nov-2008 3:06 PM
Learning Materials
Where can I get a copy of the Probability of Program Success Automated Spreadsheet (Excel) version 9.6?
Private
10-Nov-2008 2:25 PM
Tools & Forms
Program Success Metrics - John Higbee 2006
Private
23-Jan-2006 1:25
Presentations
Internet
100%
Start
2 Windows...
Comprehens...
Inbox - Micr...
Presentation1
Program Suc...
Probability ...
1:33 PM

Key Attributes of PSM

- ✓ **Conveys program assessment process results concisely and effectively**

- ✓ **Uses summary display organized like a *Work Breakdown Structure***



- ✓ **Relies on information keyed with colors & symbols**
  - ✓ Easier to absorb
  - ✓ Minimizes slides
  - ✓ More efficient use of acquisition leader's time

PROGRAM SUCCESS PROBABILITY SUMMARY

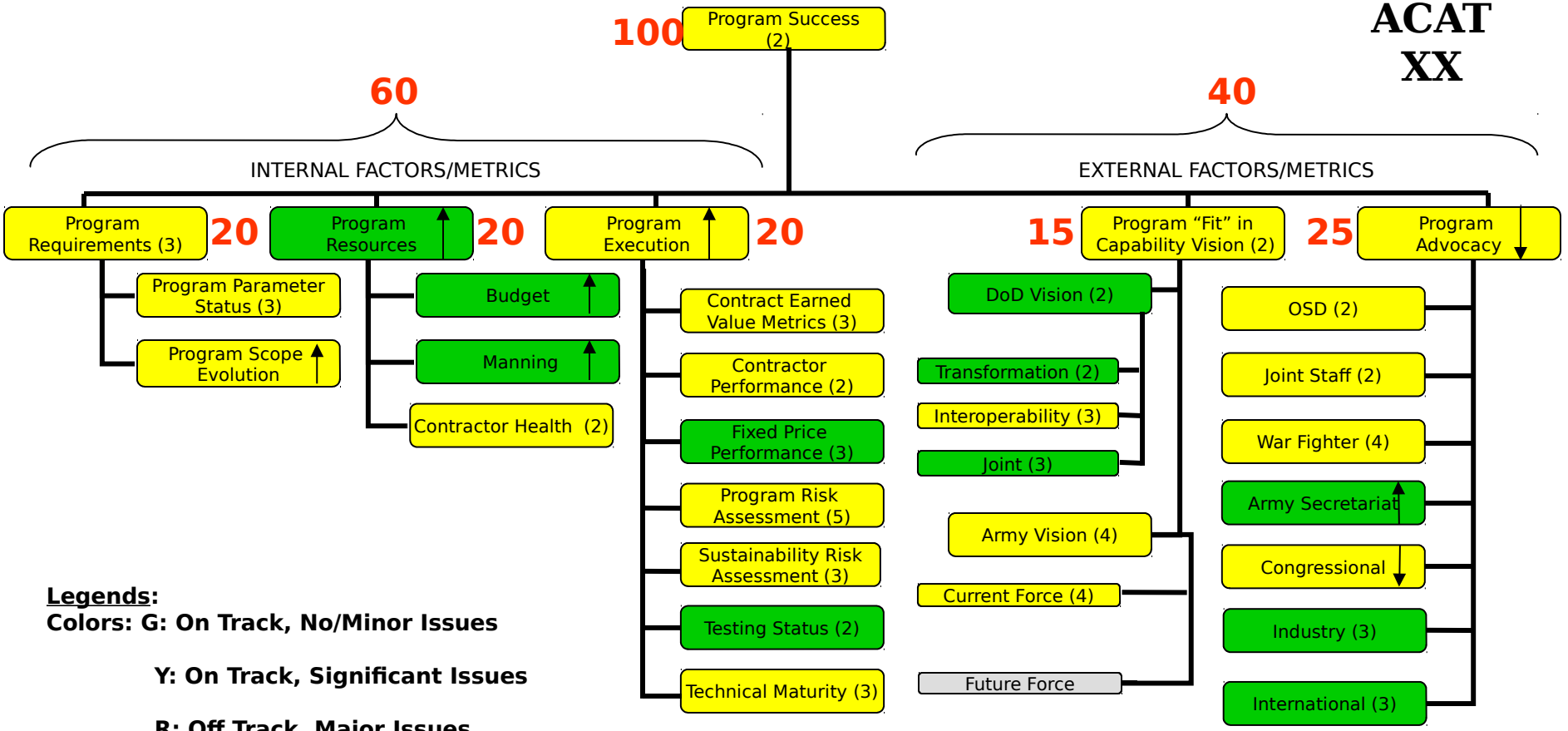
PEO XXX

COL, PM

Date of Review: dd mmm

Program Acronym

ACAT XX



Legends:
Colors: G: On Track, No/Minor Issues

Y: On Track, Significant Issues

R: Off Track, Major Issues
Gray: Not Rated/Not Applicable
Trends: Up Arrow: Situation Improving
(number): Situation Stable
(for # Reporting Periods)
Down Arrow: Situation Deteriorating

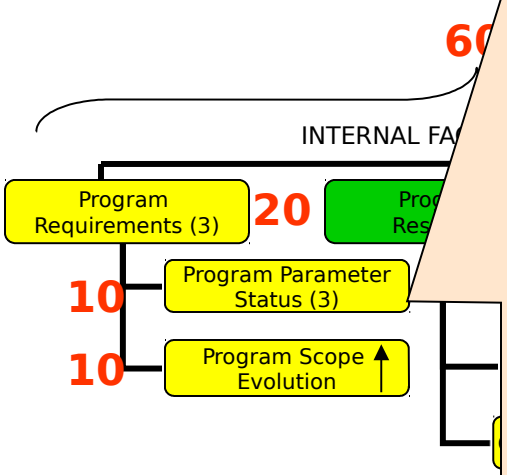
Program Life Cycle Phase: _____

PROGRAM SUCCESS PROBABILITY SUMMARY

PEO XXX

COL, PM

Program m



Program Parameter Status

- **What does this metric do?** Evaluates program status in meeting performance levels mandated by warfighers
- **What does the metric contain?** Usually contain all KPPs … and can include non-KPPs if PM believes it's important to include them
- **How often is this metric updated?** Quarterly
- **What denotes a Green, Yellow, or Red?**
  - **GREEN (8 to 10 points):** Performance requirements are clearly understood, are well managed by warfighter, and are being well realized by PM. KPP/selected non-KPP threshold values are met by latest testing results (or latest analysis if testing has not occurred)
  - **YELLOW (6 TO <8 points):** Requirements are understood but are in flux (emergent changes from warfighter); warfighter management and/or PM execution of requirements has created some impact to original requirements set (set de-scope, or modification to original Obj/Thres values has/is occurring). One or more KPP/selected non-KPPs are below threshold values in pre-Operational Assessment testing (or analysis if OA testing has not occurred)
  - **RED (<6 points):** "Killer Blow", or requirements flux/ "creep" has resulted in significant real-time changes to program plan requiring program rebaselining/restructure. One or more KPP/selected non-KPPs are below threshold values as evaluated during OA/OPEVAL testing

Legends:
Colors: G: On Track, No/Minor

Y: On Track, Significa

R: Off Track, Major Is
Gray: Not Rated/Not
Trends: Up Arrow: Situation
(number): Situation
(for # Reporting Pe
Down Arrow: Situation Deteriorating

Program Life Cycle Phase: _____

PEO XXX

REQUIREMENTS - PROGRAM PARAMETER STATUS

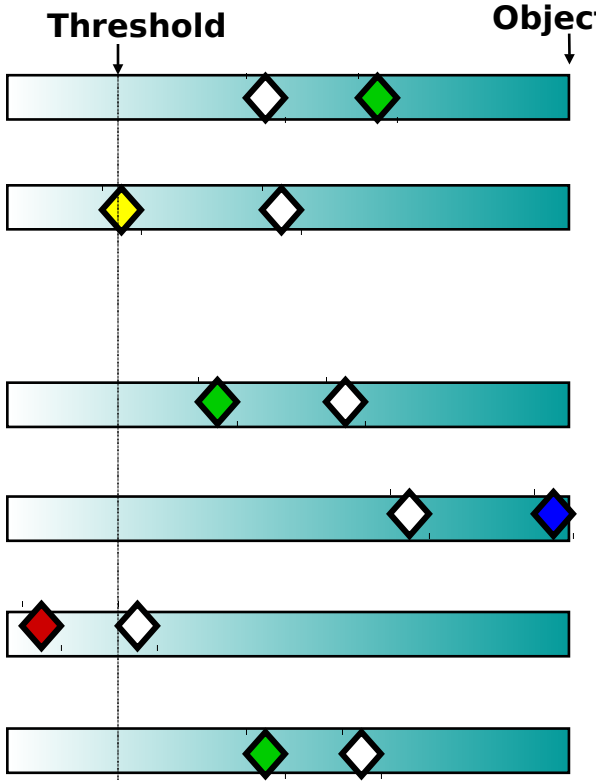
Program Acronym

ACAT XX

COL, PM

Date of Review: dd mmm yy

(EXAMPLES)



Combat Capability

C4I Interoperability (Strategic, Theater, Force Coord.,Force Control, Fire Control)

Cost

Manning (Non-KPP)

Sustained Speed

Endurance

Position diamond along bar to best show where each item is in terms of its threshold - objective range.

◇ **Status as of Last Bri (eg 12/06)**

Comments:

Current

Y (3)

Color	Points
	8 to 10
	6 to < 8
	< 6

Predictive

Y 10

PEO XXX

REQUIREMENTS - PROGRAM SCOPE EVOLUTION

Program Acronym

COL, PM Date of Review: dd mmm yy

ACAT XX

	Requirement	Funded Pgm (Budgeted/Obl)	Schedule (Used / Planned)
• Original	CDD/CPD(date)	$#.#B / NA	NA / 120 Months
• Current	CDD/CPD(date)	$#.#B / $#.#B	170/210 Months

Stable
Increased
Descoped

Comments:

Current

Color	Points
	8 to 10
	6 to < 8
	< 6

Predictive

PEO XXX

RESOURCES - BUDGET

Program Acronym ACAT XX

COL, PM

Date of Review: dd mmm yy

Army Goals (Obl/Exp):	First Year	Second Year	Third Year
RDT&E,A	95%/58%	100%/91%	100%/---
OP,A	70%/---	85%/---	---
O&M,A			

SUFF R/Y/G	FY04	OBL /EXP	FY05	OBL /EXP	FY06	OBL/ EXP	FY07	FY08	FY09	FY10	FY11	FY12
RDT&E, A		Xx %/yy%		Xx %/yy%		Xx %/yy%						
OPA	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	N/A	N/A			
APA	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	N/A	N/A	N/A	N/A	N/A
WPA	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	N/A	N/A	N/A		
O&M,A	N/A	Xx %/yy%	N/A	Xx %/yy%		Xx %/yy%						
MILCON	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	Xx %/yy%	N/A	N/A	N/A	N/A	N/A	N/A

Current

Comments:

Color	Points
	11 to 14
	8 to <11
	< 8

Predictive

PEO XXX

RESOURCES - MANNING

Program Acronym

COL, PM

Date of Review: dd mmm yy

ACAT XX

- **Provides Status for Several Key Aspects of Program Office Manning**
  - Program Office Billets – Fill Status
    - Covers Civil Service (Organic and Matrixed), Military, SE/TA, and Laboratory "Detailees" Performing Program Office Functions
    - Identification of Vacant Billets and Status of Filling Them
    - Identification of Key Specialty/DAWIA Certification Deficiencies, and Plans to Resolve Them
  - Program Leadership Cadre Stability
    - Tenure status for PM / DPM / PM Direct Reports
      - Looked at Individually, and as a Cadre
      - Are Critical Acquisition Personnel (e.g. PM) observing Mandated Tenure Requirements (4 years or successful Milestone Decision)?
- **Bottom line -- Is Program Office Properly Resourced to Execute Assigned Scope of Responsibility?**

Current: G

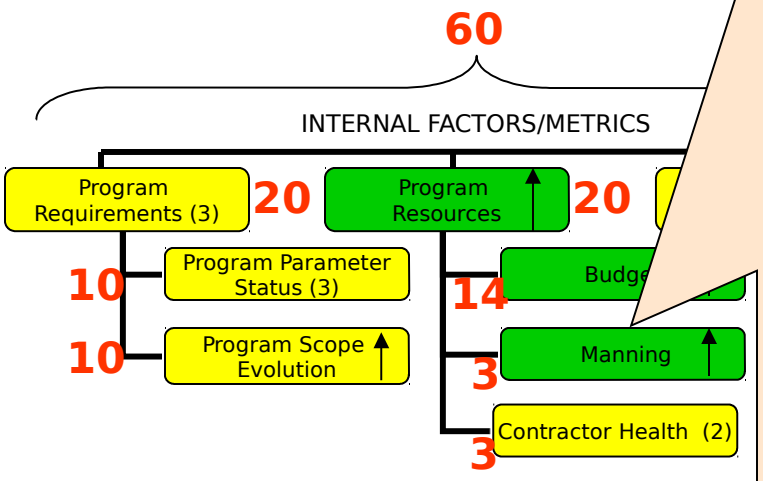
Color	Points
	2 to 3
	1 to < 2
	< 1

Predictive: G

PROGRAM SUCCESS PROBABILITY SU

PEO XXX

COL, PM



Manning

- **What does this metric do?** Evaluates ability of PM to execute his or her responsibilities
- **GREEN (2 to 3 points):**
  - 90% or above of all Program Office authorized/funded billets are filled.
  - 90% (or more) of all DAWIA-qualified billets are filled with personnel possessing at least the required qualification level.
  - SETA funding levels are <u>below</u> Congressionally mandated limits
- **YELLOW (1 TO <2 points):**
  - 80% to 89% of all Program Office authorized/funded billets are filled.
  - 80% to 89% of all DAWIA-qualified billets are filled with personnel possessing at least the required qualification level.
  - SETA funding levels at or <u>below</u> Congressionally mandated limits
- **RED (<1 point):**
  - Less than 80% of all Program Office authorized/funded billets are filled.
  - Less than 80% of all DAWIA-qualified billets are filled with personnel possessing at least the required qualification level.
  - SETA funding levels are <u>above</u> Congressionally mandated limits

<u>Legends</u>:
Colors: G: On Track, No/Minor Issues

Y: On Track, Significant Issues

R: Off Track, Major Issues
Gray: Not Rated/Not Applicable
Trends: Up Arrow: Situation Improving
(number): Situation Stable
(for # Reporting Periods)
Down Arrow: Situation Deteriorating

PEO XXX

RESOURCES – CONTRACTOR HEALTH

Program Acronym ACAT XX

COL, PM

Date of Review: dd mmm yy

- **Corporate Indicators**
  - **Company/Group Metrics**
    - **Current Stock P/E Ratio**
    - **Last Stock Dividends Declared/Passed**
    - **Industrial Base Status (Only Player? One of __ Viable Competitors?)**
      - **Market Share in Program Area, and Trend (over last Five Years)**
    - **Significant Events (Mergers/Acquisitions/ "Distractors")**

- **Program Indicators**
  - **Program-Specific Metrics**
    - **"Program Fit" in Company/Group**
    - **Key Players, Phone Numbers, and their Experience**
    - **Program Manning/Issues**
    - **Contractor Facilities/Issues**
    - **Key Skills Certification Status (e.g. ISO 9000/CMM Level)**

- **PM Evaluation of Contractor Commitment to Program**
  - High, Med, or Low

Current

Y (2)

Color	Points
	2 to 3
	1 to < 2
	< 1

Predictive

Y

PEO XXX

EXECUTION – CONTRACT EARNED VALUE METRICS [give short contract title]

Program Acronym

COL, PM

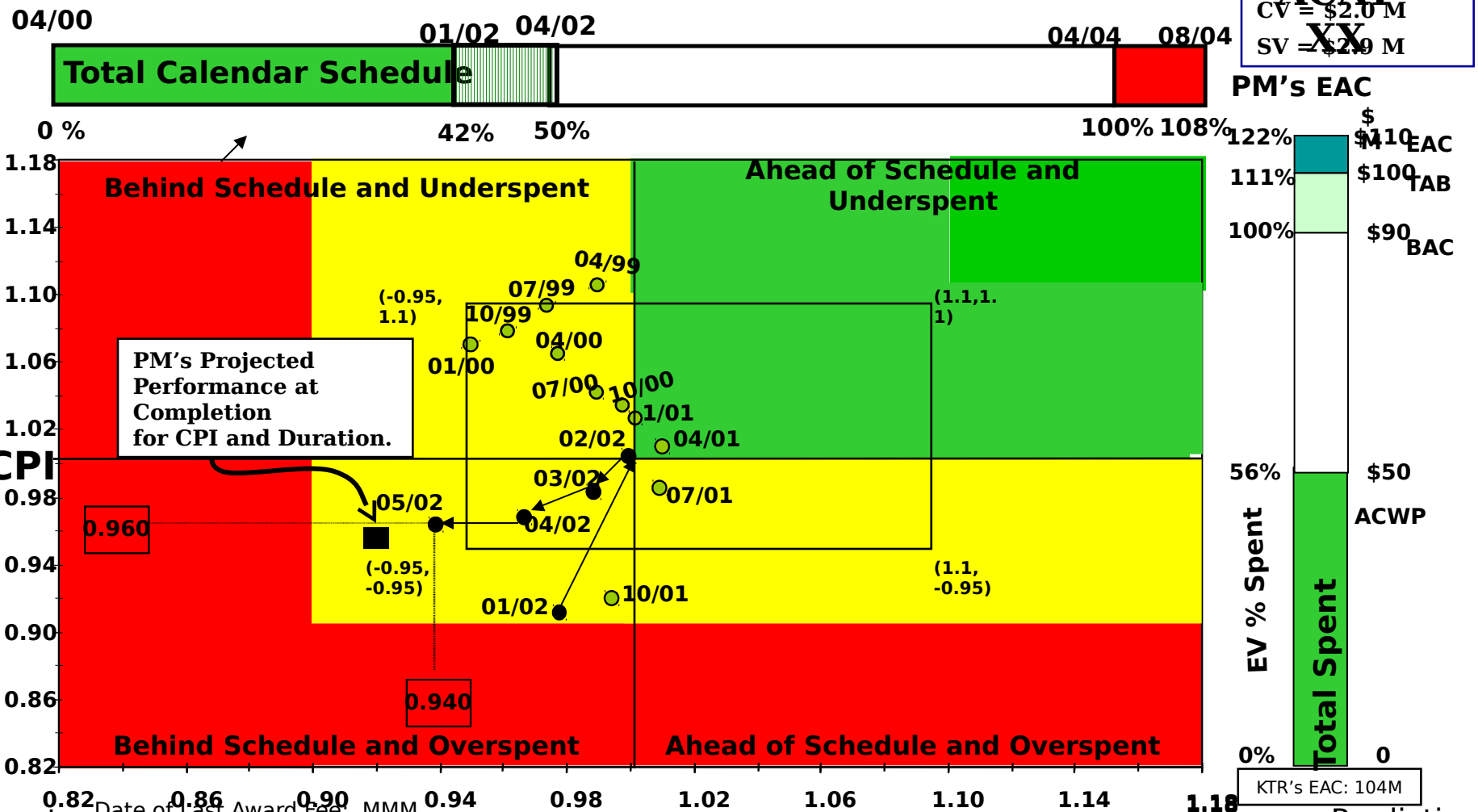
Date of Review: dd mmm yy

Axxxxx-YY-Cxxxx

Contractor Name [Prime or Significant Sub]

ACAT XX

[TCPI$_{EAC}$ = 0.76]
CV = $2.0 M
SV = $2.9 M



Color	Points
	2
	1
	0

Current

Y (3)

Date of Last Award Fee: MMM YY

Date of Next Award Fee: MMM YY

Date of Last Rebaselining: JAN02

Number of Rebaselinings: 1

Date of Next Rebaselining: MMM YY

YYMMDD

Predictive

Y

PEO XXX

EXECUTION – CONTRACTOR PERFORMANCE

Program Acronym

COL, PM

Date of Review: dd mmm yy

ACAT XX

Contractor:	((Contractor Name))	Contract Start Date:	MMM YY
Program:	((Program Name))	Estimated Completion Date:	MMM YY
Contract Number:	N00000-00-C-0000		

Item: (CPAR, IPAR or AF)	AF	CPAR	AF	AF	IPAR	CPAR	IPAR	AF	IPAR	IPAR	AF	IPAR	CPAR	IPAR
Period Ending: (Mmm YY)	Jan 99	Apr 99	Jul 99	Jan 00	Mar 00	Apr 00	Jun 00	Jul 00	Sep 00	Dec 00	Jan 01	Mar 01	Apr 01	Jun 01
Months Covered: (NR)	6	12	6	6	3	12	3	6	3	3	6	3	12	3
Areas to Evaluate														
a. Technical (Quality of Product)		EXC			EXC	EXC	EXC							
(1) Product Performance		VG			VG	VG	VG							
(2) Systems Engineering		SAT			SAT	SAT	SAT							
(3) Software Engineering		MARG			MARG	MARG	MARG							
(4) Logistics Support/Sustainment		UNSAT			UNSAT	UNSAT	UNSAT							
(5) Product Assurance		EXC			EXC	EXC	EXC							
(6) Other Technical Performance		VG			VG	VG	VG							
b. Schedule		SAT			SAT	SAT	SAT							
c. Cost Control		MARG			MARG	MARG	MARG							
d. Management		UNSAT			UNSAT	UNSAT	UNSAT							
(1) Management Responsiveness		EXC			EXC	EXC	EXC							
(2) SubContract Management		VG			VG	VG	VG							
(3) Program Mgmt and Other Mgmt		SAT			SAT	SAT	SAT							
e. Other Areas		MARG			MARG	MARG	MARG							
(1) Communications		UNSAT			UNSAT	UNSAT	UNSAT							
(2) Support to Government Tests		UNSAT			UNSAT	UNSAT	UNSAT							
Award Fee Percentage:	85%		70%	90%				84%						

Current

Y (2)

Color	Points
	2
	1
	0

Predictive

Y

PEO XXX

EXECUTION – FIXED PRICE PERFORMANCE

COL, PM

Date of Review: dd mmm y

Program Acronym

ACAT XX

- **DCMA Plant Rep Evaluation**
  - Major Issues
- **Delivery Profile Graphic (Plan vs Actual)**
  - Major Issues
- **Progress Payment Status**
  - Major Issues
- **Other Metrics are Available**
  - Example – Status/Explanation for Production Backlog

Current

G(3)

Color	Points
	2
	1
	0

Predictive

G

PEO XXX

EXECUTION - PROGRAM RISK ASSESSMENT

COL, PM

Date of Review: dd mmm yy

Program Acronym

ACAT XX

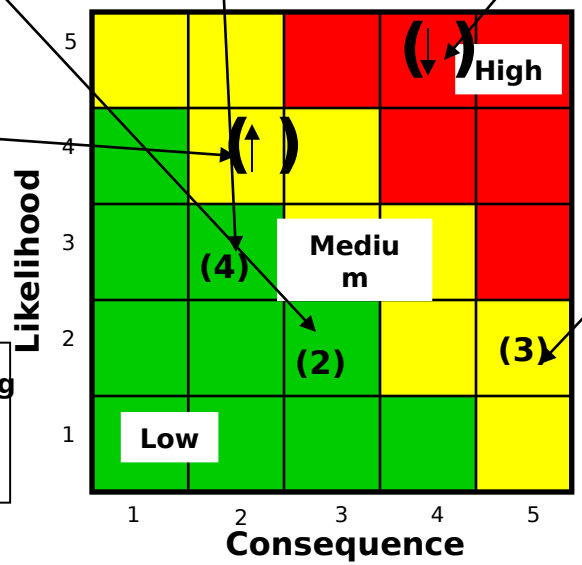
- A brief description of Issue # 1 and rationale for its rating.
- Approach to remedy/mitigation

- A brief description of Issue # 5 and rationale for its rating.
- Approach to remedy/mitigation

- A brief description of Issue # 2 and rationale for its rating.
- Approach to remedy/mitigation

- A brief description of Issue # 6 and rationale for its rating.
- Approach to remedy/mitigation

- A brief description of Issue # 3 and rationale for its rating.
- Approach to remedy/mitigation



Trends: Up Arrow: Situation Improving
(#): Situation Stable
(for # Reporting Periods)
Down Arrow: Situation Deteriorating

Current

Y (5)

Color	Points
	6 to 8
	4 to < 6
	< 4

Predictive

Y

EXECUTION – SUSTAINABILITY RISK ASSESSMENT

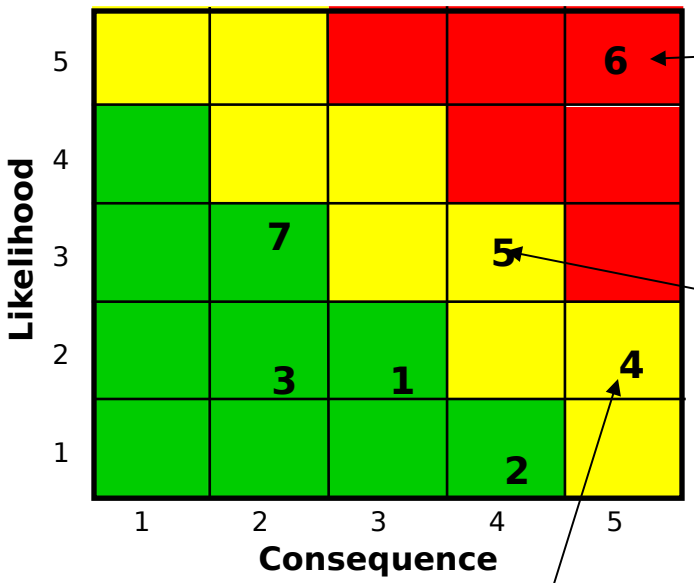
PEO XXX

COL, PM

Date of Review: dd mmm yy

Program Acronym

Low Risk | Medium Risk | High Risk



RISK # 6

Brief description of Issue and rationale for its rating.

Approach to remedy/mitigation.

RISK #5
Brief description of Issue and rationale for its rating.

Approach to remedy/mitigation.

RISK # 4
Brief description of Issue and rationale for its rating.

Approach to remedy/mitigation.

Sustainability Areas *(examples)*

1: Training
2: Support Equipment
3: Publications
4: Facilities
5: Maintenance Concept
6: Supply Support
7: MTBF/Ao/Reliability

Color	Points
	2
	1
	0

Current

Y (3)

Predictive

Y

PEO XXX

EXECUTION – TESTING STATUS

COL, PM

Date of Review: dd mmm yy

Program Acronym

ACAT XX

- **Contractor Testing (e.g. Qualification, Integration) - Status (R/Y/G)**
  - Major Points/Issues
- **Developmental Testing – Status (R/Y/G)**
  - Major Points/Issues
- **Operational Testing – Status (R/Y/G)**
  - Major Points/Issues
- **Follow-On Operational Testing – Status (R/Y/G)**
  - Major Points/Issues
- **Special Testing – Status (R/Y/G) (Could Include LFT&E, Interoperability Testing (JITC), Etc.)**
  - Major Points/Issues
- **TEMP Status**
- **Other (DOT&E Annual Report to Congress, etc – As Necessary)**

Current

G(2)

Color	Points
	2
	1
	0

Predictive

G

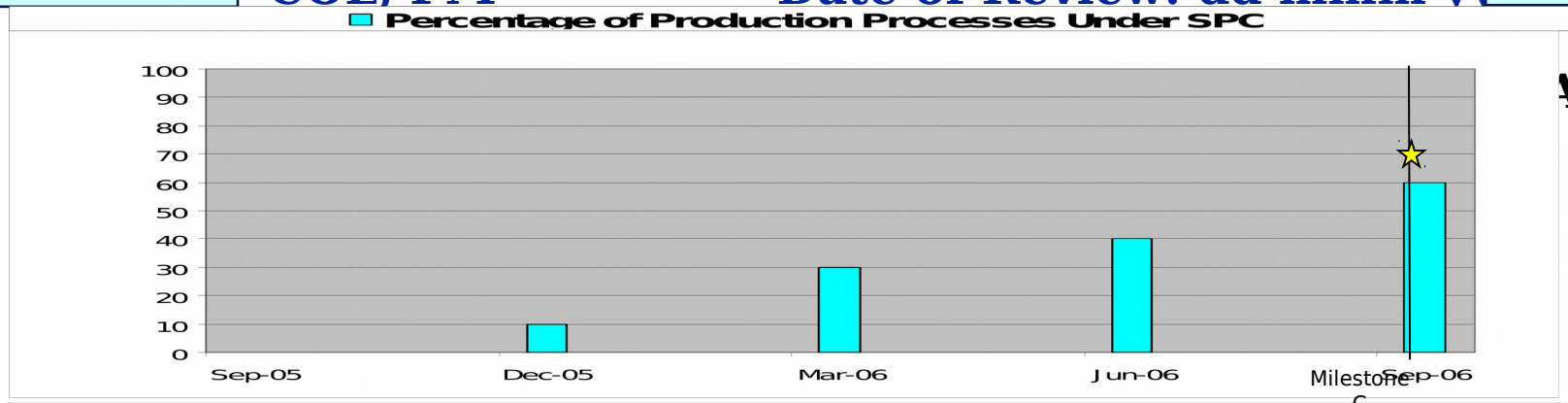
PEO XXX

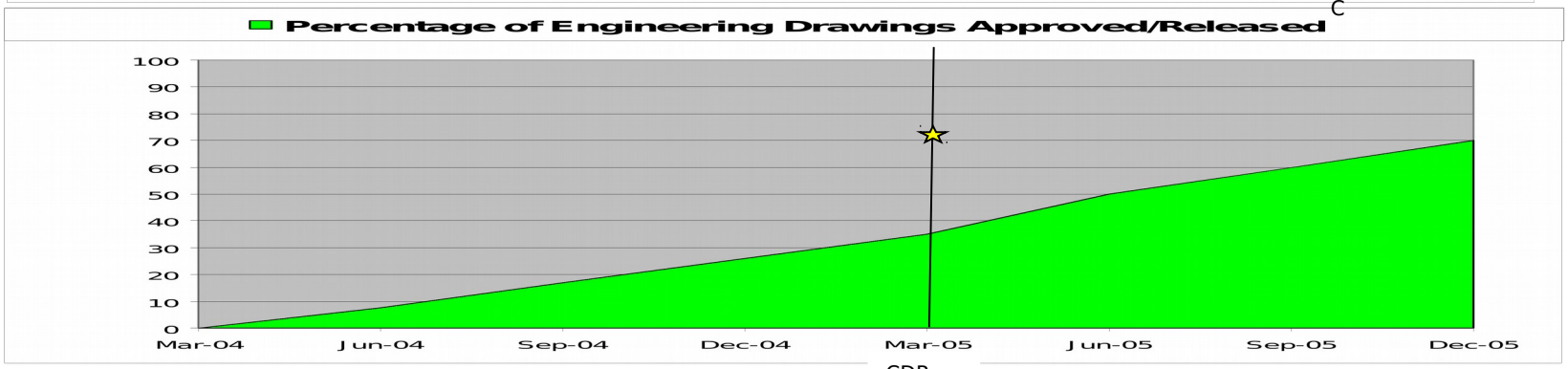
EXECUTION – TECHNICAL MATURITY

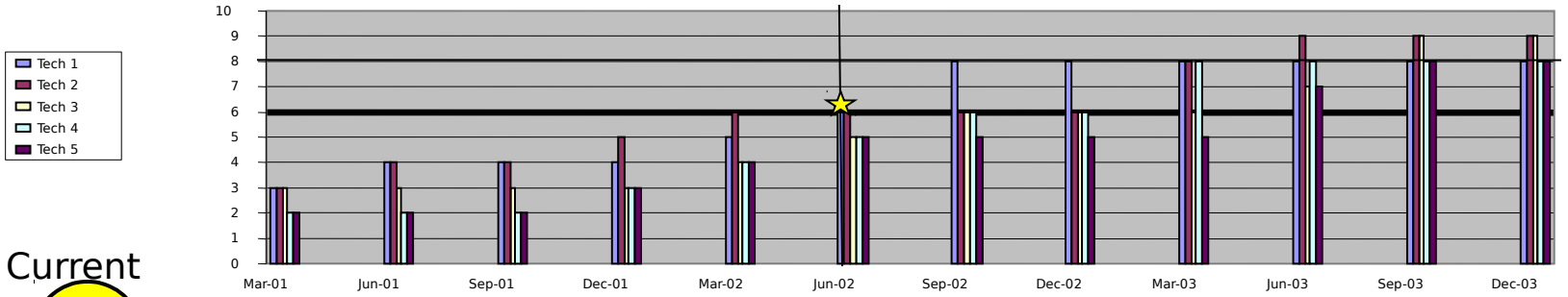
Program Acronym ACAT XX

COL, PM

Date of Review: dd mmm yy







Color	Points
	2
	1
	0

Current

Y (3)

Predictive

Y

Program Initiatio

PEO XXX

PROGRAM "FIT" IN CAPABILITY VISION

Program Acronym

COL, PM

Date of Review: dd mmm yy

ACAT XX

AREA(Examples)	STATUS	TREND
DoD Vision	G (2)	
• Transformation	G (2)	
• Interoperability	Y (3)	
• Joint	G (3)	
Service/Agency Vision	Y (4)	
• Current Force	Y (4)	
• Future Force	(N/A)	(N/A)
• Other (N/A)	(N/A)	
• **Overall**	Y (2)	

DoD Vision

Color	Points
	5 to 7.5
	3 to < 5
	< 3

Service/Agency Vision

Color	Points
	5 to 7.5
	3 to < 5
	< 3

Current Y (2)

Predictive Y

PEO XXX

PROGRAM ADVOCACY

Program Acronym

COL, PM

Date of Review: dd mmm yy

ACAT XX

AREA(Examples)	STATUS	TREND
• **OSD**	Y (2)	
– (Major point)		
• **Joint Staff**	Y (2)	
– (Major point)		
• **Warfighter**	Y (4)	
– (Major point)		
• **Service Secretariat**	G	↑
– (Major point)		
• **Congressional**	Y	↓
– (Major point)		
• **Industry**	G (3)	
– (Major Point)		
• **International**	G (3)	
– (Major Point)		
• **Overall**	Y	↓

Current

Y↓

Color	Points
	20 to 25
	15 to < 20
	< 15

Predictive

Y

PEO XXX

EXECUTIVE SUMMARY

COL, PM

Review: dd mmm yy

Program Acronym

ACAT XX

Program Success (2)

- Comments/Recap – PM's "Closer Slide"
  - Includes PEO, Service Staff Review Comments

ogram quirements

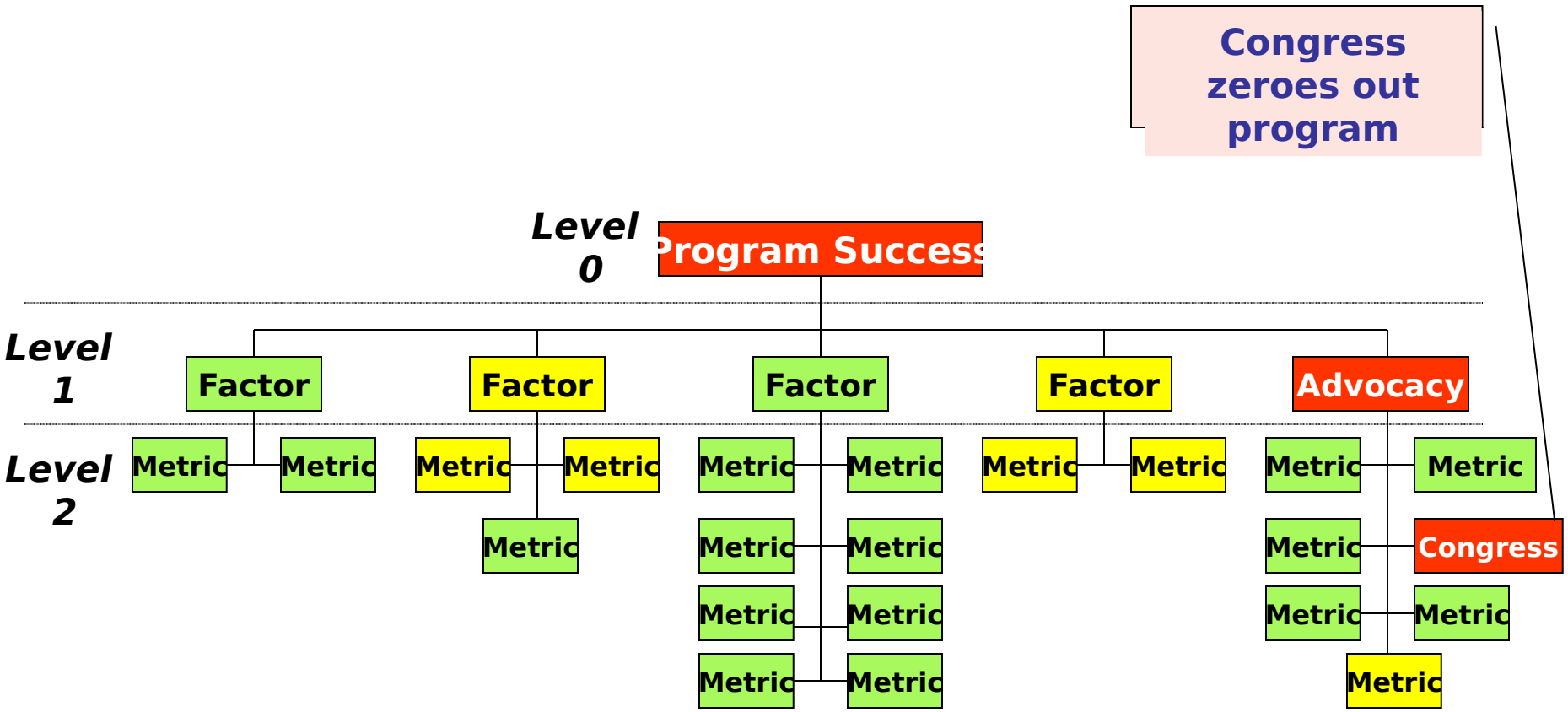
Program Resources

Program Execution

Program Fit in Capability Vision

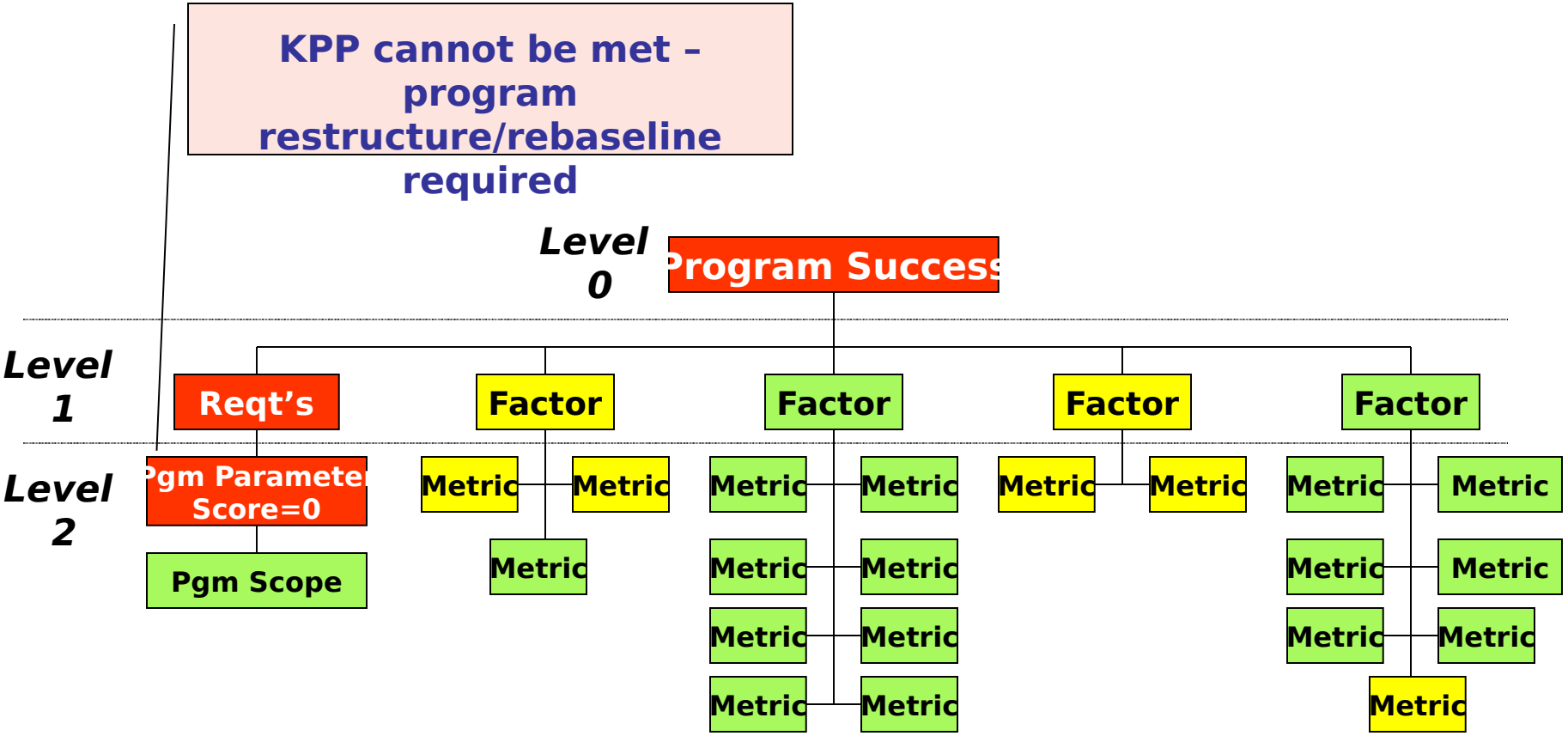
Program Advocacy

“Killer Blow” Concept



Action taken by a decision maker in the chain of command (or an “Advocacy” player) resulting in program non-executability until remedied – results in immediate “Red” coloration of Overall PS metrics until remedied

"Killer Blow" Concept (Cont'd)



Level 2 factor score is zero (0) – a "Killer Blow" is recorded when a non-executable situation exits. Color this metric Red, the factor above it Red, and the Program Success block Red

Backups

PROGRAM SUCCESS PROBABILITY SUMMARY

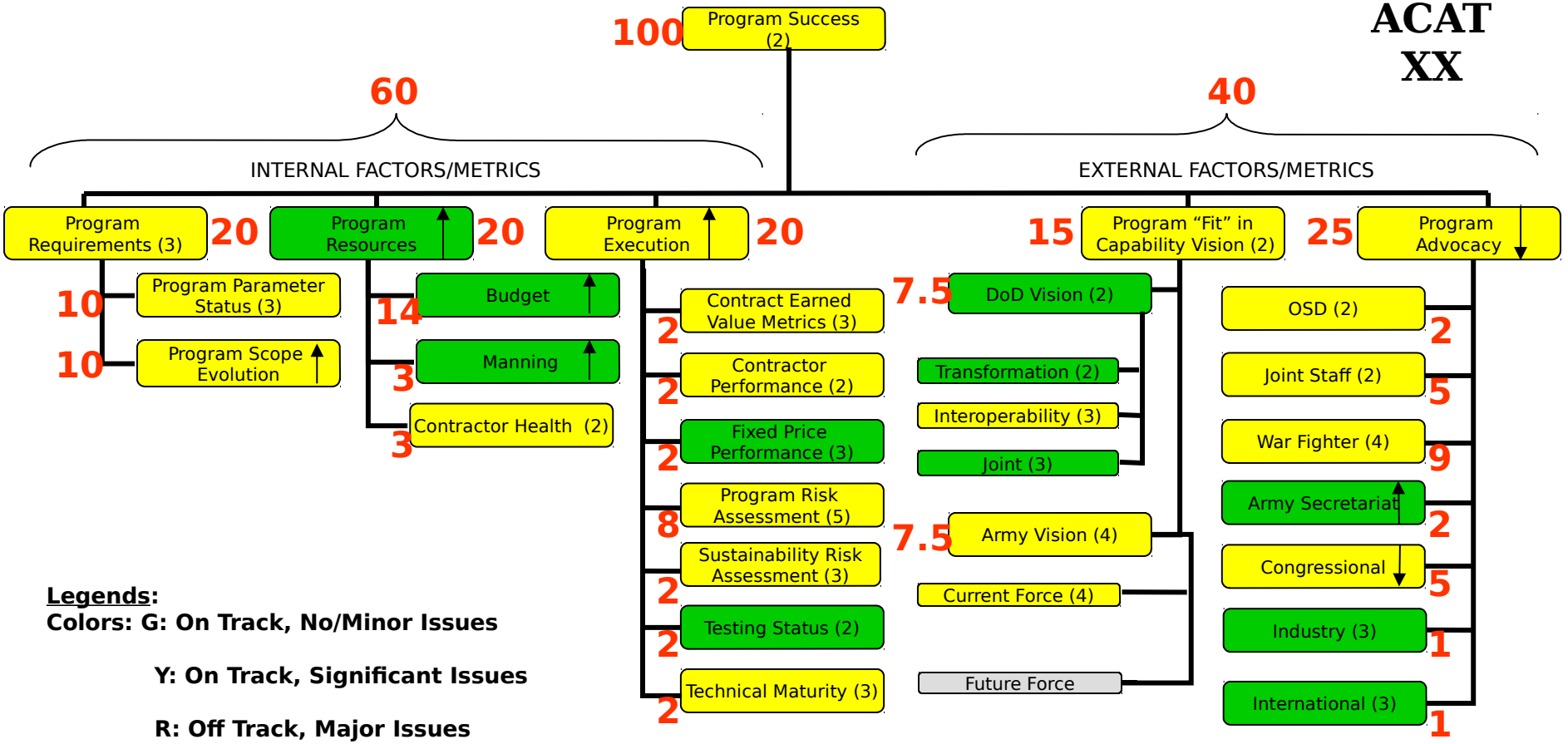
PEO XXX

COL, PM

Date of Review: dd mmm

Program Acronym

ACAT XX



Legends:
Colors: G: On Track, No/Minor Issues

Y: On Track, Significant Issues

R: Off Track, Major Issues
Gray: Not Rated/Not Applicable
Trends: Up Arrow: Situation Improving
(number): Situation Stable
(for # Reporting Periods)
Down Arrow: Situation Deteriorating

Program Life Cycle Phase: _____

Air Force POPS Calculation Aligned with Acquisition Phases

Acquisition Phases	Terminology/ Values	Terminology/ Values	Terminology/ Values	Terminology/ Values	Terminology/ Values
Program Planning (100 pts max)	Program Requirements 20	Program Resources 18	Program Planning 22	Fit in Vision 15	Advocacy 25
Pre-Milestone B (100 pts max)	Program Requirements 25	Program Resources 16	Program Execution 24	Fit in Vision 15	Advocacy 20
Post-Milestone B (100 pts max)	**Program Requirements 20**	**Program Resources 20**	**Program Execution 20**	**Fit in Vision 15**	**Advocacy 25**
Post-Milestone C (100 pts max)	Program Requirements 16	Program Resources 25	Program Execution 30	Fit in Vision 9	Advocacy 20
Sustainment (100 pts max)	Program Requirements 5	Program Resources 35	Program Execution 55	Fit in Vision 1	Advocacy 4

* Sustainment is a new add as of Jul 07

Frequency of Data Input

DESCRIPTION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Demand
Requirements													
Program Parameter Status		X			X			X			X		X
Program Scope Evolution					X						X		X
Resources													
Budget			X			X			X			X	X
Manning	X						X						X
Contractor/Developer Health	X						X						X
Execution													
Cost/Schedule Performance	X	X	X	X	X	X	X	X	X	X	X	X	X
Contractor/Developer Performance				X						X			X
Fixed Price Performance	X	X	X	X	X	X	X	X	X	X	X	X	X
Program Risk Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X
Sustainability Risk Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X
Testing Status		X			X			X			X		X
Technical Maturity					X						X		X
Software[1/]													
Program "Fit" in Capability Vision													
DoD Vision					X						X		X
HQ AF Vision					X						X		X
Program Advocacy													
Warfighter		X						X					X
Congress		X						X					X
OSD		X						X					X
Joint Staff		X						X					X
HQ AF		X						X					X
Industry		X						X					X
International		X						X					X
Monthly Assessments	6	13	5	5	10	5	6	13	5	5	10	5	21